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Operations

**PROGRAM LEAD RESPONSIBILITIES FOR
GOVERNMENT AND COMMERCIAL
PROGRAMS**

COMPLIANCE WITH THIS PUBLICATION IS MANDATORY

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This instruction implements Air Force Policy Directive 10-12, **Space**. This instruction defines program lead responsibilities within the 30th Space Wing (30 SW) in support of spacelift, ballistic launch, test & evaluation, aeronautical, and other missions. The objective of this instruction is to establish the roles, responsibilities, and the transition of authority among 30 SW units throughout the program planning and support processes. It applies to all 30 SW units, organizations, agencies, contractor personnel, and offices whose duties directly relate to the management, preparation, and conduct of activities supporting the 30 SW mission and the Launch and Test Range (LTR) as a Major Range and Test Facility Base (MRTFB). Waivers from this instruction will be requested through the 30th Space Wing Chief of Plans and Programs (30 SW/XP) and coordinated with all applicable base agencies. Public Law 104-13, **Paperwork Reduction Act of 1995**, affect this publication. Maintain and dispose of records created as a result of the processes described in this instruction in accordance with Air Force Manual (AFMAN) 37-123, **Management of Records**, and Air Force AFRIMS Records Disposition Schedule located at <https://webrims.amc.af.mil/rds/index.cfm>.

1. Program Support Basics

- 1.1. Programs of a wide variety are brought to the 30 SW LTR. These programs vary in magnitude from small, short duration tests, experiments, and military exercises to continuing programs involving developmental and operational testing of complex weapons systems or operational spacelift systems.
- 1.2. Program support at the 30 SW will be accomplished in accordance with Headquarters Air Force Space Command (HQ AFSPC) Directives, 30 SW Directives, 30 SW Instructions, Host Tenant Support Agreements (HTSAs), Commercial Space Operations Support Agreements (CSOSAs) and its subsidiary Annex B, Space Operations Support Agreements (SOSAs), and the Wing customer's requirements as documented in the Universal Documentation System (UDS).
- 1.3. Program Phases (Introduction, Operations and Closeout)

1.3.1. There are normally three phases to all programs at Vandenberg. The Introduction Phase, when a program is being evaluated for Vandenberg Air Force Base (VAFB) support; the Operations Phase, after the program has been accepted by the 30th Space Wing Commander; and the Closeout Phase, when a program is being deactivated.

1.4. Program Lead

1.4.1. The Program Lead is the primary liaison between the customer and Vandenberg AFB at any point during the life of a program and plays a key role in program support. Program Leads are designated to assist Wing customers in developing requirements, develop Wing operations plans, and build teams through which tasks are accomplished in accordance with planned schedules.

1.4.2. A Program Lead is assigned for every 30 SW program. In selecting Program Leads, Commanders shall take into consideration the three pillars of Program Lead responsibilities: 1) Primary 30 SW interface to external customer, 2) Primary 30 SW POC to facilitate 30 SW support, and 3) Capable and stable management presence over the life of the program. The Program Lead represents the 30 SW to the external customer as well as serving as a customer advocate to internal Wing organizations. The Program Lead monitors, facilitates, or directs 30 SW resources or processes to ensure efficient planning and support of Wing programs.

1.4.3. The Program Lead responsibilities are as follows:

1.4.3.1. Serve as the primary point of contact and customer interface for all 30 SW support. Facilitate 30SW support activities with appropriate 30 SW agencies.

1.4.3.2. Assist the customer in obtaining the required 30 SW Safety Office (30 SW/SE) approvals. Coordinate with 30 SW/SE to monitor development of required documentation and test operating procedures to ensure documentation is complete and is prepared in a timely manner in accordance with established due dates.

1.4.3.3. Assist the customer with the Environmental Impact Analysis Process (EIAP) and any other environmental processes, including initial submittal of AF Form 813, **Request For Environmental Impact Analysis** or 30 SW Form 35, **Base Civil Engineer Work Request**.

1.4.3.4. Assist the customer in obtaining the required Civil Engineering (30 CES) approvals for any facility siting or new construction. Coordinate with 30 CES for existing facility use, facility change of use, or for any new construction. Ensure all engineering support such as utilities, drawing reviews, facility modifications, etc., are coordinated with 30 CES.

1.4.3.5. Assist the Logistics Plans Element (30 LRS/LGRRP) in developing Host/Tenant Support Agreements for government programs.

1.4.3.6. Ensure the Program Requirements Office (30 SW/XPR) revises commercial space agreements (Annex B to the Commercial Space Operations Support Agreement, etc.) for commercial space programs. Program Leads must ensure customer compliance with commercial documentation and implement any revisions.

1.4.3.7. Establish Program Job Order Number (JON) accounts with assistance from 30 CPTS/FMA.

1.4.3.8. Serve as the Job Order Manager (JOM) for assigned programs and other associated JON accounts.

1.4.3.9. Request action from the appropriate agency to address and/or rectify support deficiencies identified and documented via the UDS. For Range deficiencies, the Program Support Manager (PSM) will work the issues regardless of who is the Program Lead.

1.4.3.10. Develop current and out-year 30 SW cost estimates as required (at a minimum at Level I UDS completion and annually as required by 30 CPTS/FMA) for requested support with inputs from appropriate agencies. Estimates and requests for funding will be submitted to the customer and other government offices as required.

1.4.3.11. Assist the customer in obtaining any other required support to complete program execution, such as Treaty Compliance, Public Affairs, Security, Transportation, or any other services required to implement the program at 30 SW.

1.4.3.12. Schedule, organize, and run the Pre-Launch Readiness Review per Wing Commander's direction. Schedule, organize, and run the Wing Launch Readiness Review in accordance with AFSPCI 10-1211, Readiness Review of Space and Missile Systems and associated documents.

1.4.3.13. During Closeout Phase, facilitate program closeout activities relating to 30 CES, Safety, Defense Reutilization and Marketing Office (DRMO), and other offices as required.

1.4.3.14. Advise the 30 SW Commander of on-going activities, to include launch operations, range operations and closeout activities.

1.4.4. The following sections detail the unique duties of each Program Lead.

2. Introduction Phase (30 SW/XPR)

2.1. 30 SW/XPR serves as the Wing's "Front Door" and designates a Wing Planning Manager (WPM) to be the Program Lead during the exploratory and introductory phase of a new program. For new launch programs, 30th Operations Group (30 OG) and 30th Launch Group (30 LCG) designate a Program Support Manager and a Mission Planner, respectively, for early involvement to ensure program management continuity and a smooth program transfer to the Operations phase at the appropriate time.

2.2. The WPM responsibilities are as follows:

2.2.1. Establish and facilitate the Wing Support Working Group (WSWG) during the Introduction Phase of a program and initiate required 30 SW processes. Coordinate with 30 OG PSM and 30 LCG Mission Planner from the beginning of the Introduction Phase. WSWG will be made up of appropriate representatives from various Wing and associate units. The purpose of the WSWG is to promote effective communication and understanding of customer requirements, LTR support processes and capabilities in the development of required support plans.

2.2.2. Initiate the formal program planning process via the UDS and assists the customer in developing Level I UDS, Program Introduction (PI). Facilitate review of the customer's PI with base agencies. Coordinate with appropriate units to develop the Statement of Capability (SC).

2.2.3. With 30 CPTS/FMA, initiate JON accounts and request customer funding to provide 30SW reimbursable support.

2.2.4. Identify appropriate Program Lead for Operations Phase. Coordinate with accepting Wing organization to ensure Program Lead transition is understood during the Introduction Phase.

2.2.5. Recommend official acceptance of the program by 30th Space Wing Commander (30 SW/CC). Program acceptance is reflected by a signed SC.

2.2.6. Additional Support for Commercial Space Programs

2.2.6.1. Serve as OPR for Commercial Space support policy (interpretation, local establishment, compliance) and agreements that include AFSPC Commercial Space Operations Support Agreement (CSOSA), the Wing Annex B to CSOSA and Federal Aviation Administration (FAA) launch or launch site operator's license initiation.

2.2.6.2. Apply Higher Headquarters policy, directives, instructions, and public law.

2.2.6.3. Coordinate development of the CSOSA. The CSOSA is the support agreement between AFSPC and the commercial space customer that sets forth the terms and conditions under which AFSPC will provide services on a direct cost reimbursable basis.

2.2.6.4. Develop 30 SW Annex B in coordination with 30 SW units. The Annex B exists in conjunction with the CSOSA and is a subsidiary document to the CSOSA. The Annex B sets forth the terms and conditions under which 30 SW will provide services on a direct cost reimbursable basis.

2.2.6.5. Initiate customer contact with FAA, Office of Commercial Space Transportation for commercial space launch licensing.

3. Operations Phase

3.1. Program Support Manager (30 OG)

3.1.1. 30 OG provides continuity in program transfer by designating a PSM during the Introduction Phase to provide an interface for Range support requirements. During the Operations Phase, the PSM typically will serve as the Program Lead based on the evaluation under **Paragraph 4.2.** (reference **Paragraph 1.4.** for Program Lead responsibilities).

3.1.2. The PSM responsibilities are as follows:

3.1.2.1. Act as the primary point of contact and customer interface for LTR instrumentation support. The PSM directly interfaces with the customer to define and document range requirements and support capabilities.

3.1.2.2. Assist Wing customer in developing the Level II and III UDS (Program Requirements Document (PRD), Operations Requirements (OR)) documents. The PSM has the discretion to determine the required Level II and Level III UDS documents and delivery timelines appropriate to provide efficient support of programs. Coordinate with 30 SW organizations, support ranges, and other agencies in developing Level II and III UDS (Program Support Plan (PSP), Operations Directive (OD)).

3.1.2.3. Task appropriate MRTFB support ranges and agencies to meet program requirements identified in UDS documentation in accordance with UDS protocol.

3.1.2.4. Review customer requirements in the UDS to identify range deficiencies and coordinate with the 30th Range Management Squadron (30 RMS) to develop range support solutions, as required. Request action from appropriate agencies to address range support deficiencies.

3.1.2.5. Facilitate Working Group meetings as required to promote effective communication and understanding of customer requirements and WR support capabilities.

3.1.2.6. Provide Range Planning expertise during program countdowns.

3.1.2.7. Transfer, or requests the transfer as appropriate, of monies to support ranges or agencies required to provide program support.

3.1.2.8. Develop Western Range Operations Communication and Information (WROCI) contractor and support range cost estimate.

3.1.2.9. Schedule, organize, and run the Operations Group Readiness Review per 30 OG Commander's direction.

3.2. Mission Planner (30 LCG)

3.2.1. 30 LCG provides continuity in program transfer by designating a Mission Planner during the Introduction Phase for designated launch programs. During the Operations Phase, the Mission Planner may also serve as the Program Lead as stated under **Paragraph 4.2.** (reference **Paragraph 1.4.** for Program Lead responsibilities).

3.2.2. The Mission Planner responsibilities are as follows:

3.2.2.1. Perform integration management for booster, spacecraft and range community during the Operations phase of the mission.

3.2.2.2. Act as an information clearinghouse and facilitator for the mission.

3.2.2.3. Provide Operations Planning expertise during program countdowns.

4. Program Transfer

4.1. The Program Lead responsibilities will initially be assigned to a Wing Planning Manager within 30 SW/XPR during the Introduction Phase. In accordance with **Paragraph 4.2.**, Program Lead responsibilities will be transferred after the Introduction Phase to the appropriate Wing agency.

4.2. Program planning and support responsibilities will be transferred to the appropriate 30 SW launch, range, or support organization when programs have sufficiently matured and are ready for the Operations Phase. Program lead for programs requiring base support only will be 30 MSG. 30 OG will be lead for aeronautical programs. Program lead for space and ballistic launch campaigns will be as follows: 30 LCG will be lead for the EELV, MDA launch vehicles, Titan IV, RSLP, OSP, DoD-Delta II, DoD-Falcon I, and Minotaur programs and 30 OG will be lead for Commercial Pegasus, NASA-Pegasus, NASA-Delta II, Commercial Delta II, MM-III FDE launches and Commercial Falcon I/V. Regardless of program transfer lead determination, organizational functions will remain unchanged (i.e. 30 LCG will be responsible for launch operations (booster and satellite mission assurance), and 30 OG will be responsible for all range operations). In the case when a Program Lead cannot clearly be identified, 30 SW/XP will elevate to the Wing Commander for resolution. Under published lead times for program support, the program transfer is anticipated at the completion of a launch or range program's Level I UDS. However, with the evolving nature of the space launch business, this is not always the case and flexibility may be required in the best interest of the program.

4.3. For launch or range programs, transfer typically occurs upon concurrence by the WPM and the future Program Lead, UDS Level I completion, and program transfer briefing to the accepting organization.

4.4. The following items should be considered for the Program Transfer briefing:

4.4.1. UDS Status

4.4.2. Funding (JONS, estimates, funded status)

4.4.3. Functional Area Status (Agreements, Siting, Environmental, Range, Base Support)

4.4.4. Schedule

4.4.5. Unique Elements

4.4.6. Recommendation

4.5. Following the joint briefing and upon concurrence of the 30 SW/XP and accepting Wing agency, the program is officially transferred and the WPM will request 30 CPTS/FMA to transfer JOM responsibility for applicable JONs to the new Program Lead.

5. Closeout Phase

5.1. A Closeout Phase is required if a program no longer plans to continue operations at VAFB. The Closeout Phase will begin after completion of the operation and a determination by the Program Office that additional program support under the Operations Phase is no longer needed.

5.1.1. The Closeout Phase is not required for launch programs with multiple missions, it is only required when a Program Office no longer needs mission support from VAFB.

5.2. A Deactivation Integrated Process Team (IPT) will be established to address requirements for deactivating the program at VAFB. The IPT will assess 30 SW contract changes, funding requirements, personnel transition, and disposition of all facilities and associated infrastructure and equipment used by the program and determine what needs to be done to officially close out the program with 30SW. The Program Lead during the Operations Phase will determine when a program has completed its mission at VAFB and will request transfer of the Program Lead responsibility back to 30 SW/XPR for the Closeout Phase.

5.3. 30 SW/XPR will assign a WPM to be the Deactivation IPT Lead. The Deactivation IPT Lead will form working groups, as needed, to assist in the identification of organizational issues and funding for the smooth transition of the program infrastructure to its non-operational status and final end-state. The initial working groups include, but are not limited to, Environmental, Civil Engineer, Property Disposition, and Contracts.

5.3.1. On Air Force programs, all Real Property Installed Equipment (RPIE), Aerospace Ground Equipment (AGE), etc. may no longer be required for support of launches for these programs and must be assessed to determine their ultimate disposition IAW directives, Instructions, and higher HQ policies. Evaluation of requirements for closeout under the contract will be coordinated with the Program Office, 30 SW, and any other required agencies and associated contractors under the Deactivation IPT.

6. Forms/IMTs Adopted: AF Form 813, **Request For Environmental Impact Analysis**, 30 SW Form 35, **Base Civil Engineer Work Request**.

FRANK GALLEGOS, Colonel, USAF
Commander 30th Space Wing

Attachment 1**GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION*****Abbreviations and Acronyms***

30 CES—30th Civil Engineer Squadron
30 CPTS/FMA—30th Comptroller Squadron Financial Analysis Flight
30 LCG—30th Launch Group
30 LRS/LGRRP—30th Launch Readiness Squadron, Logistic Plans Element
30 MSG—30th Mission Support Group
30 OG—30th Operations Group
30 RMS—30th Range Maintenance Squadron
30 SW—30th Space Wing
30 SW/CC—30th Space Wing Commander
30 SW/SE—30th Space Wing Safety
30 SW/XP—30th Space Wing Plans and Programs
30 SW/XPR—30th Space Wing Program Requirements
AFI—Air Force Instruction
AFSPC—Air Force Space Command
AST—Associate Administrator for Commercial Space Transportation (FAA/AST)
CSOSA—Commercial Space Operations Support Agreement
EIAP—Environmental Impact Analysis Process
FAA—Federal Aviation Administration
HTSA—Host Tenant Support Agreement
JOM—Job Order Manager
JON—Job Order Number
LTR—Launch and Test Range
MRTFB—Major Range and Test Facility Base
NEPA—National Environmental Policy Act
OD—Operations Directive
OPR—Office of Primary Responsibility
OR—Operations Requirements
PI—Program Introduction
POC—Point of Contact

PRD—Program Requirements Document

PSM—Program Support Manager

PSP—Program Support Plan

RCC—Range Commanders Council

SC—Statement of Capability

SOSA—Space Operations Support Agreement

SW—Space Wing

SWI—Space Wing Instruction

UDS—Universal Documentation System

WPM—Wing Planning Manager

WR—Western Range

WROCI—Western Range Operations Communication and Information

WSWG—Wing Support Working Group

Terms

Launch Agency—The government agency or commercial space company assigned operations management and test control responsibilities for booster or payload launch site activities.

Launch Program—Any program involved in the preparation, launch or recovery of a launch vehicle, payload, or the conduct of a launch or recovery. A launch vehicle means A) a vehicle built to operate in, or place a payload in outer space and B) a suborbital rocket.

Mission Planner—Responsible for technical oversight of all aspects of the campaign. Deconflicts operational schedules, responsible for Operational Support, assesses campaign's ability to maintain schedule, and provides the Wing Commander with an operations opinion on a campaign's potential for mission success or impact to the spacelift mission.

Mission Specific Base Support—Applies to support that is linked to an operation or test using Western Range resources.

Non-mission Specific Base Support—Applies to day-to-day operations of a 30 SW customer that is operating a facility or site at Vandenberg.

Non-Range or Non-Launch Program—A program requiring base support that does not intend to conduct a Launch nor require Range Support.

Operations Directive (OD)—Level III UDS document. The OD is a detailed operating document prepared in response to the OR. It defines the support to be provided and serves as the basis for scheduling the operation.

Operations Requirements (OR)—Level III UDS document. The OR is a mission-oriented document prepared by the customer that describes in detail, the requirements of each part of the operation.

Operations Support—That support provided to a campaign from declaration to end-of-mission. It includes guiding the designated campaign owner/lead through all operations and maintenance

preparations requested under the UDS. Operations support includes technical assessment of a campaign to determine, through Operations Risk Management, the campaign's potential for success and/or potential impacts to the wing's mission.

Program—An effort conducted under the authority and funding of a single clearly defined agency. A program has a singular objective that is described in a program introduction. Normally a program cannot meet a final objective without being combined with another program in a lead/subordinate role (i.e. launch vehicle and payload).

Program Introduction (PI)—Level I UDS document. The initial planning document submitted by a potential customer to the 30SW to identify general program requirements and schedules.

Program Lead—The person responsible to facilitate all program support for the customer. Single 30SW OPR with overall responsibility for program planning and execution. The Program Lead monitors, facilitates, or directs 30SW resources or processes to insure efficient planning and support to the Wing customer.

Program Requirements Document (PRD)—Level II UDS document. The PRD contains detailed support requirements of the Wing Customer's program. This document expands on the requirements stated in the PI so that the 30OG can develop the detailed documentation necessary for overall program support.

Program Support Manager (PSM)—The primary point of contact between the range customer and the WR in support of spacelift launches, missile testing, or weapon systems development programs. Identifies range shortfalls for new programs and coordinates efforts between range, contractors, and users to eliminate or minimize impacts on programs. Supports assigned programs with planning documentation, support, resources, funding, operations control and data accuracy. Is responsible for the application of Level II and Level III UDS and adherence to the system by both the customer and range organizations within the confines of the UDS Handbooks. Provides estimates and revisions for all range support as required Coordinates support range and base agency support prior to the mission execution phase. When assigned, acts as the Job Order Number (JON) Monitor (JOM) for assigned programs.

Program Support Plan (PSP)—Level II UDS document. The PSP is the Range's response to the PRD.

Range Program—A program that requires Range instrumentation support to complete the program. Normally this support would be documented through the Universal Documentation System.

Statement of Capability (SC)—The Level I UDS Document. The SC contains the Wing and range support response to the PI and is the Wing's commitment to support the program.

Universal Documentation System (UDS)—The standard method of documenting and communicating customer requirements to the 30 SW and the 30 SW's or support agencies commitment to support the given program requirements, mission, or test. The UDS System is administered under the authority of the Range Commanders Council (RCC).

Wing Customer ("customer")—An agency, organization, office, element, or entity requiring authorized use of 30 SW resources.

Wing Planning Manager—Initial Program Lead for all programs requesting 30 SW support.

Wing Support Working Group (WSWG)—The management support team formed to support the customer and responsible to formulate, coordinate, and status all elements of the program support process.